State of Illinois Homeland Security Strategy (July 24, 2013)

1.0 Common Capabilities

1.1 **Planning-** Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

Desired Outcomes:

1.1.1 Develop progressive standards for completion of joint operational planning and resource management at all functional areas for organizations having a role in response and/or recovery.

1.1.2 Conduct regional meetings among all stakeholders to establish training schedules and milestones for joint operational planning and resource management coursework for collaborative acceptance and promulgation.

1.1.3 Develop and execute joint operational planning coursework statewide to enact consistent response and recovery plans using a phased action level approach.

1.1.4 Establish and maintain whole community partnerships in support of state, sub-state, regional, county and municipal response and recovery using joint operational planning and resource management processes.

1.1.5 Develop Continuity of Operations Plans (COOP) for all organizations having a role in response and recovery statewide.

1.1.6 Develop Continuity of Government (COG) plans for the executive, judicial, and state legislative branches as appropriate for all levels of government statewide.

1.1.7 Develop Emergency Action Plan and Occupant Emergency Plans in accordance with state and federal law and rules and regulations for applicable facilities statewide.

1.2 **Public Information and Warning-** Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Desired Outcomes:

1.2.1 Develop and implement a public education, information, and awareness campaign to inform the general public on pre-disaster, disaster, and post-

disaster information, including procedures for dissemination of information to the media and public inquiries.

1.2.2   Disseminate timely and actionable communications and warnings of actual or impending emergencies, to key decision makers, emergency response personnel, private sector organizations, and other stakeholders as appropriate.

1.2.3   Provide public information and warnings of potential, actual or impending emergencies via primary and alternative systems to ensure diverse populations are adequately educated and informed.

1.2.4   Develop and maintain a public information plan designed to inform the public in a timely and effective manner using alternative formats to include provisions for response to public inquiries and rumor control.

1.3   **Operational Coordination-** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Desired Outcomes:

1.3.1   Employ joint platforms (primary and secondary) for delivery of disaster intelligence among and between the public and private sectors to share, coordinate, and validate critical disaster intelligence, gain situational awareness, and respond or recover using a common operating picture.

1.3.2   Execute coordinated response and recovery operations through the application of joint strategic priorities and objectives, and collaborative courses of action in accordance with established policy and procedures.

2.0   Prevention Capabilities

2.1   **Forensics and Attribution-** Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Desired outcomes:

2.1.1   Research, assess, and/or conduct surveillance on existing or potential risk and vulnerability analysis information for the prioritization of mitigation, preparedness and prevention efforts.

2.1.2 Develop and implement standardized protocols among all stakeholders having enabling authority for all applicable hazards requiring heightened inspections, surveillance and testing processes, investigatory processes, prosecution, and/or interdiction activities.

2.2 **Intelligence and Information Sharing-** Provide timely, accurate and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United states, its people, property or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by federal, state, local and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among federal, state, local, or private sector entities, as appropriate.

Desired Outcomes:

2.2.1: Develop consistent frameworks and collaborative structures for intelligence gathering, sharing and dissemination among all organizations having a role in response or recovery.

2.2.2: Initiate systems for data collection and sharing among and between the public and private sectors to ensure damage assessments, intelligence information, suspicious activity reports, and prevention initiatives are distributed to the appropriate authority having jurisdiction.

2.2.3: Implement and utilization of intelligence platforms and processes to identify primary, secondary, and tertiary threats/hazards obtained from collaborative intelligence activities, threat assessments, alert networks, surveillance programs, and other sources of information obtained from the whole community.

2.3 **Interdiction and Disruption-** Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Desired Outcomes:

2.3.1: Identify and apply intelligence and other information to interdiction activities including counter measures, heightened inspections, enhanced surveillance and security operations, and law enforcement operations.

2.3.2: Identify and apply public health and agricultural surveillance and testing processes, immunizations, isolation, embargos, and/or quarantine as appropriate to preempt or prevent spread of disease or epidemic.

2.3.3: Activate alert networks and prevention activities commensurate with risks among internal and external stakeholders to interdict potential threats and prevent incidents.

2.4   **Screening, Search and Detection**- Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.

Desired Outcomes:

2.4.1 Maximize international, national, and state alert and warning systems and other sources of expertise for relevant, timely, and actionable public information and warning.

2.4.2 Sustain alert networks and surveillance programs used in surveillance, testing, and discrete monitoring operations.

2.4.3 Adjudicate recognized alert/surveillance events requiring screening, search and detection activities to/from all hazards.

3.0 Protection Capabilities

3.1   **Access Control and Identity Verification-** Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.

Desired Outcomes:

3.1.1 Establish a consistent process and system for credentialing among all organizations having a role in response and recovery.

3.1.2 Establish a consistent process and system for credentialing or identification of volunteers (sponsored, non-affiliated, and spontaneous) among all organizations having a role in response and recovery.

3.1.3 Implement and maintain protocols for regionalized access control measures to specific locations, information, and networks necessary for response and recovery.

3.2   **Cyber Security-** Protect against damage to, the unauthorized use of, and/or the exploitation of electronic communications systems and services (and the information contained therein), and ensure restoration of services.

Desired Outcomes:

>**3.2.1** Implement phased action level response with identified trigger points for continuity of operations and government, and resumption of civil authorities, security mechanisms, and life essential processes.

>**3.2.2** Ensure response to cyber threats using event sequence and structure guidance developed among the public and private sectors.

>**3.2.3** Maintain existing security protocols and measures, and implement appropriate enhanced measures, for protection of public and private information and critical information assets utilized by/through the State of Illinois and its stakeholders.

3.3 **Physical Protection Measures**- including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.

Desired Outcomes:

>**3.3.1**: Assist in providing critical infrastructure protection and enhanced hardening capabilities statewide utilizing collaborative workshops, meetings, and conferences among sub-state, state, regional, federal, and private sector stakeholders.

>**3.3.2** Coordinate the application for and receipt of available federal grant funding among sub-state, state and regional, federal, and private sector stakeholders for protection of critical infrastructure and key resources statewide.

3.4 **Risk Management for Protection** - Identify, assess, and prioritize risks to inform those responsible for protection activities and investments.

Desired Outcomes:

>**3.4.1**: Coordinate semi-annual meetings with sub-state, state, regional, federal, and private sector representatives for identification and development of threat vulnerabilities, consequences, and risk mitigation options.

>**3.4.2** Coordinate semi-annual meetings with sub-state, state, regional, federal, and private sector representatives to implement consistent threat vulnerability risk mitigation options.

3.5 **Supply Chain Integrity and Security**- Strengthen the security and resilience of the supply chain.

Desired Outcomes:

3.5.1 Establish an authorized vendor supply/service database.

3.5.2 Establish force security for response personnel, transportation routes, and supply chains.

3.5.3 Coordinate with requesting private sector organizations during response and recovery for restoration of life safety and life essential services.

3.5.4 Establish and maintain force security and protection at operable staging and distribution sites, and mass care/prophylaxis sites throughout event operations.

4.0   Mitigation Capabilities

4.1   **Community Resilience-** Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish mitigation and improve resilience.

Desired Outcomes:

4.1.1 Educate and assist chief elected officials, key decision makers, emergency management, local, and private sector organizations participating in applicable federal, state, local, or public/private mitigation efforts and projects.

4.1.2 Provide direct assistance to requesting local governments on risk informed mitigation plan development and processes using a whole community approach for all hazards based on planning and whole community engagement.

4.1.3 Maintain a forum for the whole community to provide technical assistance on and monitor the progress of mitigation strategies and completed initiatives that result in the reduction or limitation of hazard impact.

4.1.4 Implement prevention programs, consistent with the strategies and initiatives outlined for a reduction in hazard impact.

4.1.5 Identify partnerships to integrate information on resilience using whole community approaches to support training and education, community-derived approaches, and continuous quality improvement process for feedback related specifically to crisis preparedness and response.

4.2   **Long-term Vulnerability Reduction-** Build and sustain resilient systems, communities, and critical infrastructure and key resource lifelines to reduce their vulnerability to

natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences of these incidents.

Desired Outcomes:

4.2.1: Implement a long-term public information/education strategy for all hazards aimed at enhancing individual preparedness, reducing hazard impact, and educating the population base.

4.2.2: Annually assess risk factors and vulnerabilities at the sub-state, state, and regional levels to identify enhancements and/or changes in posture necessary for risk reduction for the population, critical infrastructure, and key resources from all types of hazards.

4.2.3: Coordinate the application for and receipt of available federal grant funding among sub-state, state, regional, federal, and private sector stakeholder for long-term vulnerability reduction campaigns.

4.2.4: Coordinate planning efforts for the state population covered by a FEMA-approved Natural Hazard Mitigation Plan and/or Multi-Hazard Mitigation Strategy.

4.3   **Risk and Disaster Resilience Assessment**- Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

4.3.1 Coordinate planning efforts for counties, municipalities, institutes of higher education, and other governmental and non-government organizations in completion of a joint risk assessment and hazard vulnerability analysis.

4.3.2 Coordinate the development of a sub-state, state, and regional resource management gap analyses for development of a comprehensive resource base using objectives driven prioritization and utilization.

4.3.3 Implement a comprehensive, hazard-based resource management performance objective at the sub-state, state, and regional levels.

4.4   **Threats and Hazard Identification-** Identify the threats and hazards that occur in the geographic area; determine frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Desired Outcomes:

4.4.1 Review and analyze hazard characteristics and geographic vulnerabilities (frequency, duration, magnitude, scope, etc.) to identify high risk/vulnerability areas.

4.4.2 Review and analyze the political, geographical, logical, cyber and dependent nodes and links to identify high risk/vulnerability areas.

4.4.3 Utilize hazard modeling data and critical infrastructure assessments to determine critical nodes, links and cascading effects preventing effective response and recovery operations.

4.4.4 Utilize demographic databases to identify variances in population vulnerability against all hazards.

4.4.5 Utilize threat and hazard identification assessments to enhance plans and preparedness postures.

5.0 Response Capabilities

5.1   **Critical Transportation-** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Desired Outcomes:

5.1.1 Establish a critical transportation plan to identify primary, secondary, and tertiary ingress and egress routes for response and recovery operations.

5.1.2 Coordinate dissemination of transportation route plans to all stakeholders.

5.1.3 Implement transportation route plans to ensure transportation corridors are available for ingress and egress of response organizations (government, non-governmental, private sector, and volunteer organizations) and the public in affected areas.

5.2   **Environmental Response/Health and Safety-** Ensure the availability of guidance and resources to address all hazards, including hazardous materials, acts of terrorism, and natural disasters, in support of responder operations and the affected communities.

Desired Outcomes:

5.2.1 Implement and disseminate consistent general public health and safety pre-scripted broadcast prior to, during, and after events.

5.2.2 Implement and disseminate consistent responder health and safety protocols, procedures, and guidance prior to, during, and after events.

5.2.3 Implement and maintain protocols for debris management, hazardous materials recovery, the resumption of potable water, wastewater, and sanitation consistent with current environmental protection agency regulations.

5.2.4 Assess and monitor the health, welfare, and morale of the public and responders throughout event structures.

5.2.5 Implement consistent procedures and protocol for sustained transition from short-term recovery through long-term recovery.

5.3   **Fatality Management Services-** Provide fatality management services, including body recovery and victim identification; work with state and local authorities to provide temporary mortuary solutions; share information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains; and provide counseling to the bereaved.

Desired Outcomes:

5.3.1 Assess and evaluate the need to establish a fatality management structure.

5.3.2 Identify conditions that have potential effects on fatality management operations including geography, atmospheric conditions, location, environment, topography, and availability of adequate personnel and equipment.

5.3.3 Assist in final disposition of remains conducted in accordance with the coroner's office standard operating procedures.

5.4   **Mass Care Services-** Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

Desired Outcomes:

5.4.1 Identify and establish whole community partnerships for development of mass care strategies and plans addressing populations displaced during disaster.

5.4.2 Complete mass care facility specific health and safety assessments and agreements with partner agencies necessary for timely and effective activation of shelter and other mass care services, medical care and health services for populations affected during disaster.

5.4.3 Establish consistent volunteer surge/activation plans and procedures for implementation of mass care processes.

5.4.4 Develop and implement consistent plans and procedures statewide for surveillance, inspection, and monitoring of mass care sites activated during disaster.

5.5 **Mass Search and Rescue Operations-** Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Desired Outcomes:

5.5.1 Identify local and state search and rescue assets and organizations, federal search and rescue assets, federal urban area search and rescue taskforces, and FEMA Incident Support Teams.

5.5.2 Determine organization structure, assets, mission base(s) and support structure required for each search mission or search operations area.

5.5.3 Ensure provisions for immediate health, safety, and medical care are available throughout SAR operations.

5.5.4 Ensure the provision for mental/behavioral health and critical incident and stress debriefing are available throughout operations.

5.6 **On-Scene Security and Protection-** Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

Desired Outcomes:

5.6.1 Coordinate on-scene force security and protection for the safeguarding of response personnel, staging areas, critical facilities, commodities, and material.

5.6.2 Coordinate and implement force security and protection for affected populations.

5.6.3 Eliminate and/or mitigate risks for further damage to persons, property, or the environment throughout response and recovery.

5.7 **Operational Communications-** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Desired Outcomes:

5.7.1 Coordinate timely communications to support security, situational awareness, and operations involved in disaster response and recovery.

5.7.2 Provide radio, telecommunications, and data systems support to local and state emergency response organizations during emergency operations to achieve interoperability.

5.7.3 Maintain communications capabilities for identified hazards and the requirements for potential operating environments, including redundancies to provide primary and alternate means of communication in case of failure in a primary system.

5.7.4 Establish and maintain timely communications to/for the public using alternative formats for continuity of government and delivery of emergency alert, warning, and/or protective action messaging.

5.7.5 Establish sufficient communications infrastructure in affected areas to support on-going life-sustaining activities and transition to long-term recovery.

5.8   **Public and Private Services and Resources-** Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

Desired Outcomes:

5.8.1 Establish a common business emergency operations center (BEOC) network to coordinate public/private sector activities for response and recovery.

5.8.2 Distribute public/private sector common operating picture to coordinate restoration efforts and delivery of life essential services.

5.9   **Public Health and Medical Services-** Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

Desired Outcomes:

5.9.1 Coordinate emergency medical services for populations requiring disaster related services resulting from a catastrophic event to avoid additional disease and injury.

5.9.2 Implement control mechanisms to prevent the spread and/or migration of foodborne, waterborne, vector borne, and other infectious diseases.

5.9.3 Deliver approved and identified medical counter measures to exposed populations and responders.

5.9.4 Establish and sustain medical surge and triage efforts in support of casualties to include transport and treatment for those likely to survive injuries.

5.9.5 Coordinate and disseminate public information on health and safety concerns along primary and alternative systems to ensure diverse populations are adequately educated and informed.

5.10   **Situational Assessment-** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Desired Outcomes:

5.10.1 Utilize/distribute disaster intelligence, critical information requirements, and priority information requirements obtained from all response personnel/organizations to determine the nature and extent of the hazard and status of emergency response and recovery efforts.

5.10.2 Utilize/distribute of disaster intelligence, critical information requirements, and priority information requirements obtained from all response personnel/organizations to provide and maintain life-saving and/or life resources and activities.

6.0   Recovery Capabilities

6.1   **Infrastructure Systems-** Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Desired Outcomes:

6.1.1   Restore and sustain health and safety, life-safety, and life essential services necessary for community functionality.

6.1.2 Develop and establish long-term disaster recovery/community restoration plans for effected jurisdictions eligible for state and federal disaster relief funds.

6.1.3 Provide temporary and/or alternative support systems to affected communities throughout short-term and long-term recovery and restoration efforts.

6.1.4 Prioritize restoration of critical infrastructure for response and recovery in support of life safety and life essential processes/services.

6.1.5 Coordinate public/private sector response and recovery activities for long-term restoration of critical infrastructure and services.

6.2   **Economic Recovery-** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

Desired Outcomes:

6.2.1 Provide technical assistance and support in assessing economic, social, psychological, and physical damages associated with the event to develop economic revitalization and recovery strategies.

6.2.2 Develop and establish long-term disaster recovery/community restoration plans for affected jurisdictions eligible for state and federal disaster relief funds.

6.2.3 Assist in returning affected areas to a sustainable/functional economy through the incorporation of mitigation strategies, revitalization efforts, and recovery planning timelines.

6.3   **Health and Social Services-** Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

6.3.1 Conduct, analyze, and complete an assessment of impacts, risks, consequences, and vulnerabilities to community health and social services. Restore health and basic social service functions.

6.3.2 Identify, restore, and sustain critical health and safety, life-safety and life essential services in collaboration with stakeholders for the general population and at-risk populations for long-term recovery and revitalization.

6.3.3 Coordinate development and implementation of a comprehensive health and social services plan with organizations having a role in public health, medical, mental/behavioral health, with persons with disabilities/functional needs, and with special populations.

6.3.4 Coordinate the dissemination of public information on health and safety concerns along primary and alternative systems to ensure diverse populations are adequately educated and informed.

6.3.5 Provide technical assistance and support in assessing economic, social, psychological and physical damages associated with event onset to develop economic revitalization and recovery strategies and planning timelines.

6.3.6 Restore and improve community resilience to health and social service networks through mitigation, prevention, and recovery efforts.

6.4 **Housing**- Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Desired Outcomes:

6.4.1 Provide technical assistance and support in assessing the need for temporary housing of displaced populations in collaboration with identified/recognized health and social service organizations.

6.4.2 Establish temporary shelter and/or housing for displaced populations for temporary housing through identified/recognized health and social services organizations.

6.5 **Natural and Cultural Resources**- Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.

6.5.1 Develop continuity of operations plans necessary at all identified sites for historic preservation of natural and cultural resources statewide.